



"Chicago is not an intellectual place. We're blue collar Czechs and Polacks. 'I will' is the city's motto. The park was three or four years late and \$150 million over budget. But the money was raised privately. For the city, it's a win-win."

—Stanley Tigerman, architect (2005)

"Originally, the idea was just a parking lot with 'enhancements' on top. But the mayor gave the private sector a license to figure out and create enhancements. We wrapped a civic cloak around the project. We said it would be an iconic symbol of the city.... We made it seem that donating to the park was joining a club. We said the price of membership was a million dollars, not a dollar more or a dollar less."

—John Bryan, retired CEO of Sara Lee Corporation (2005)

"It's just another example of [Mayor] Daley getting his way. He's very into these high-profile, grandiose, monumental projects, with no thought of what the public wants or needs."

—Patricia Nolan, Neighborhood Capital Budget Group (2004)

"No department is concerned exclusively with quality of life and attractive public spaces—so all of them have to be. And it is the mayor's responsibility to keep them on the same page."

—Mayor Richard M. Daley (2006)

Millennium Park

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Millennium Park was created when a public-private partnership transformed a neglected rail yard into a world-class landmark in the heart of downtown Chicago's "Cultural Mile." The park is a stunning example of what can be created when a grand vision is combined with significant private investment and impressive design talent.

Initially, Millennium Park was considered more a transportation project than a park space, essentially an intermodal hub and parking garage with grass on top. Then in 1998, Mayor Daley hired SOM architects to develop a master plan, which laid out the park's primary features and the project won support from downtown businesses and civic groups.

Mayor Daley promised to build the park without raising taxes, and saw public-private partnership as the way to make that possible. In 1998, John H. Bryan of the Sara Lee Corporation was asked to lead the park's private fundraising effort. Feeling that the current plan wasn't visionary enough, Bryan called on Chicago residents and public officials to build a park that would be "the defining symbol of Chicago to all the world." He sought sponsors for its nine principal features and ultimately raised \$220M in private funds, with \$1M minimum donations from over 100 individuals, corporations and foundations. Those who gave at least \$3M got naming rights and could participate in developing a park feature.

Building on the original SOM plan, Bryan formed a private "Blue Ribbon Committee" of corporate officials with extensive experience in civic and cultural affairs; this evolved into the nonprofit Millennium Park Board of Directors. Subcommittees were used to focus on specific issues:

The Art Committee was tasked with selecting public art for the park and initially relied on the Art Institute to make a series of recommendations. The Committee then invited proposals from two artists, one of which was commissioned: the 110-ton metal *Cloud Gate* sculpture.

The Garden Committee sponsored an international design competition and invited 17 firms to participate.¹ Eleven projects were submitted and judged by a jury composed of design professionals and civic leaders. The winning design was sponsored by a private donor and constructed.

The Architecture Committee was tasked with determining the design and purpose of the park's pavilion. At first, SOM architects suggested that Frank O. Gehry provide a sculpture to decorate the pavilion, but major donor Cindy Pritzker suggested Gehry instead be the architect and volunteered to pay for it. Gehry's agreement to design to both the *Pritzker Pavilion* and adjacent pedestrian bridge has been characterized as "the defining moment" in the creation and evolution of the park.

In July of 2004, Millennium Park opened to international acclaim and has since had a marked impact on property values in the surrounding area—so much so that in 2006 *Forbes* named 60602 the hottest zip code in the country in terms of price appreciation.

BASIC FACTS

Size:	24.5 acres
Location:	Northwest corner of Grant Park on the east side of Downtown, one block from Lake Michigan
Cost:	\$475M capital expenditures (initial estimated cost: \$150M) \$7.4M annual operating budget (funded by advertising on the city's bus shelters) \$1M programming (funded by sponsorships)
Financing:	City: \$270M total (\$175M construction bonds secured by parking garage revenue; \$95M bonds secured by Central Loop TIF) Private donors: \$220M
Maintenance Funding:	\$30M maintenance endowment, provided by single private donor
Owner:	City of Chicago
Manager:	Dept. of Cultural Affairs (overall) Millennium Park, Inc. (manages private funding only)
Features:	Gardens, ice skating rink, public art, music and dance theater, pavilion, fountains, promenade, 300-space bicycle station, 2,200-space Millennium Garage
Permanent Activities:	Indoor and outdoor concerts, fairs, festivals, restaurants, ballet



Top: Cloud Gate (City of Chicago/Walter Mitchell).
Bottom: Lurie Garden (City of Chicago).

¹ Proposals were required to include a year-round "destination" garden with plants not found in other Chicago gardens, accommodate large crowds after concerts and small ones on a Sunday morning, comply with ADA, and acknowledge the surrounding environment. Firms who participated were given a \$10,000 honorarium.

Key Findings

General:

Like Seattle, this public space project included a significant transportation component and is located downtown near major cultural institutions. Unlike Seattle, revenue from Millennium Park's underground parking was expected to fund its construction—a major selling point for the project.

Millennium Park is much smaller than Seattle's Central Waterfront. It's not next to water and lacks public piers and water uses.

Governance:

Instead of creating a Trust, Conservancy or other entity to manage the park, Chicago Department of Cultural Affairs manages, operates and programs it. This helps neutralize claims that the park was privatized, even though it was built with extensive private financing. It also fits with the park's cultural theme and focus on related amenities.

Finances:

Bryan's vision for the park and prior experience raising funds for Chicago's Lyric Opera House and Orchestra Hall contributed to his fundraising success for Millennium Park. Bryan and his 6-member "Blue Ribbon Committee," used a two-pronged fundraising strategy. First they identified individuals, families and corporations with historic connections to Chicago and asked for donations of \$5M or more, in return for a naming opportunity. Second, they led a fundraising drive for "smaller" \$1M gifts.

Millennium Park's final cost was triple its original budget, leading to allegations of corruption. However, these "cost overruns" primarily resulted from donors expanding the vision for park features, which the media and public failed to recognize as "new" and therefore meriting of extra cost.

Revenue generated by the parking garage failed to meet expectations and forced the City to dip into its reserves to make payments on the construction bonds. Projected City budget shortfalls were exacerbated by the project, as reported extensively in the media. Others felt that the use of TIF contradicted the Mayor's promise to not raise taxes.

Design Process:

Bryan's design strategy was to select the park's features first and then find sponsors. However, private investors who donated at least \$3M were given input on the design of the feature they sponsored. This strategy capitalized on the interest of donors to fund the most spectacular features, resulting in world-class design and the money to make it a reality. Still, all design decisions required mayoral approval.

Acquiring Frank O. Gehry as the architect for the pavilion and pedestrian bridge set the tone for the design quality of the park's other features and attracted much attention.

An international design competition was used for just one aspect of the park, but with notable success. Held after most of the park's features had been designed, the competition set parameters specific to the site's unique issues—a key to its success.

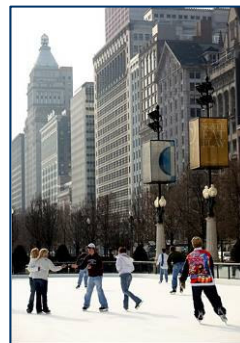
TIMELINE

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| 1976 | • Friends of the Parks, Openlands Project, Metropolitan Planning Council and other civic groups propose redeveloping the rail yard in Grant Park into the "Lakefront Gardens." |
| 1997 | • Illinois Central Railroad donated the rights, title and interest in the land that eventually became Millennium Park to the City of Chicago. |
| 1998 | • Skidmore, Owings & Merrill (SOM) complete a master plan for the site.
• Edward Uhler joined project as design director.
• Mayor Daley asks John Bryan to spearhead private fundraising campaign.
• Art and Garden committees established to oversee the park's features.
• Frank O. Gehry agrees to design pavilion and pedestrian bridge.
• City issues \$150M in bonds to construct Millennium Park. |
| 1999 | • Construction begins.
• Chicago Plan Commission approves a revised master plan for the park.
• Public display of <i>Pritzker Pavilion</i> and <i>Cloud Gate</i> sculpture. |
| 2000 | • Millennium Park's intended year of completion.
• Management of the park's construction shifts from Chicago DOT to the Chicago Public Buildings Commission.
• Invitations issued for Millennium Park garden design competition. |
| 2001 | • Millennium Park Garage opens with 250 spaces.
• Winning garden design publicly displayed for first time.
• Ice skating rink opens. |
| 2002 | • Millennium Park Garage completed with 2,181 parking spaces. |
| 2003 | • Harris Theater for Music and Dance and Park Grill open. |
| 2004 | • Grand opening of Millennium Park. |
| 2006 | • Mayor Daley leases Millennium Garage to Morgan Stanley. |



Top: Jay Pritzker Pavilion (Gehry Partners LLP).
Bottom: Skating in Millennium Park (Chicago Tribune/Phil Velasquez).

Millennium Park



Top, left to right: Millennium Park Bicycle Station (Muller and Muller Associates). BP Bridge (City of Chicago/Peter J. Schulz). Lurie Garden and the Jay Pritzker Pavilion (Mark Tomaras). Map (City of Chicago). Bottom, left to right: Millennium Monument, Wrigley Square (City of Chicago/Mark Montgomery). Exelon Pavilion (City of Chicago). McCormick Tribune Ice Rink (New York Times/Peter Wynn Thompson). Crown Fountain (Ken Ilko).